PROCESS TRANSFORMATION IN K12 AND HIGHER ED
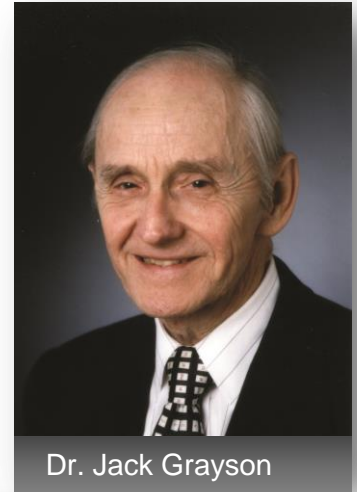
Fred A. Bentsen
Senior Vice President,
APQC Education

Michael Swaine
Western Regional Manager,
APQC Education

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Global leader in:

o   Knowledge Management

o   Process and Performance Management

o   Benchmarking Best Practices

Dr. Jack Grayson

Business Sectors:

o   Manufacturing

o   Health Care

o   Government/Military

o   Financial Services

o   Oil and Gas

o   Education

Malcolm Baldrige National Quality Award
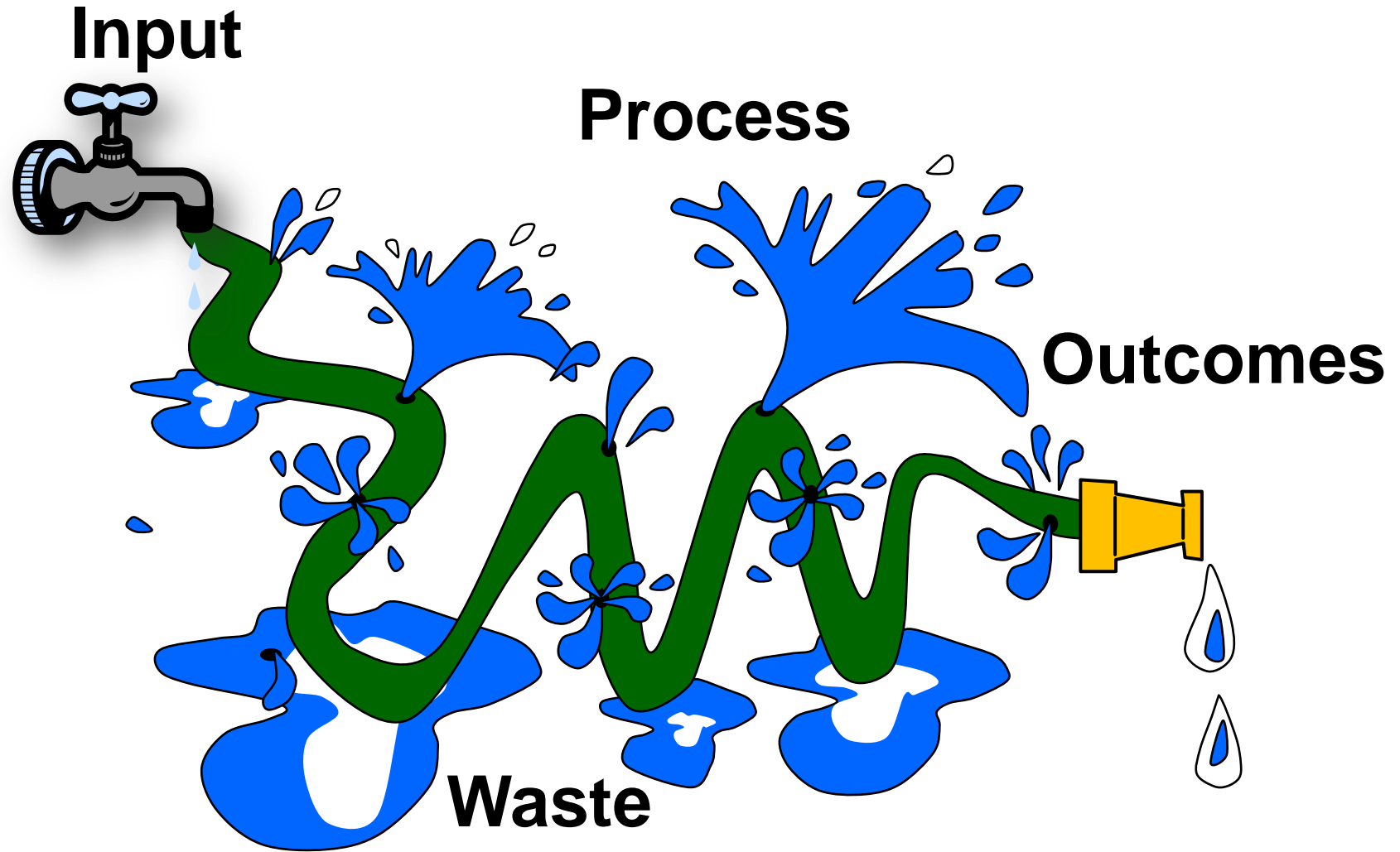
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COMMON METHODOLOGIES

o   Taking the most relevant and the best practices from what's out there and customized it into a model that is best used and applied in the world of education.
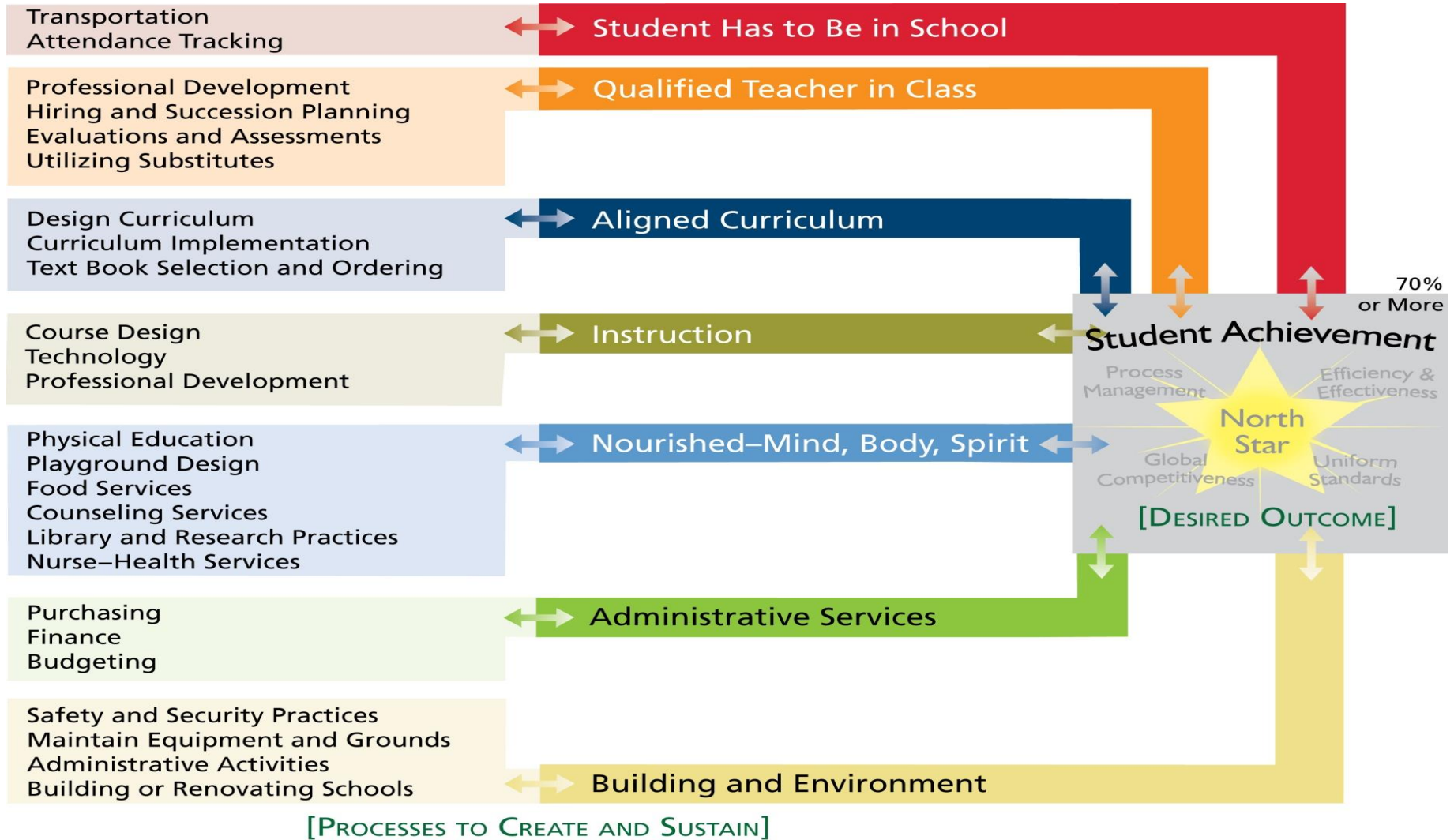
What is a Process?

PROCESSES WORK TOGETHER!

Processes		Outcomes
Transportation Attendance Tracking	↔	Student Has to Be in School
Professional Development Hiring and Succession Planning Evaluations and Assessments Utilizing Substitutes	↔	Qualified Teacher in Class
Design Curriculum Curriculum Implementation Text Book Selection and Ordering	↔	Aligned Curriculum
Course Design Technology Professional Development	↔	Instruction
Physical Education Playground Design Food Services Counseling Services Library and Research Practices Nurse—Health Services	↔	Nourished—Mind, Body, Spirit
Purchasing Finance Budgeting	↔	Administrative Services
Safety and Security Practices Maintain Equipment and Grounds Administrative Activities Building or Renovating Schools	↔	Building and Environment

70% or More

Student Achievement

Process Management — Efficiency & Effectiveness

North Star

Global Competitiveness — Uniform Standards

[DESIRED OUTCOME]

[PROCESSES TO CREATE AND SUSTAIN]

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o **Hiring Process**

o Write down the process.

o What are the steps in your organization in hiring a person – from start to finish.

o How many people are involved?

3 min

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Why do we document a process anyway??

- ➢ **Communication**
- ➢ **Accountability**
- ➢ **Training**
- ➢ **Standardization**
- ➢ **Improvement**

HANDOFF ISSUES

o No matter how you hand it off, there are gaps in the process.
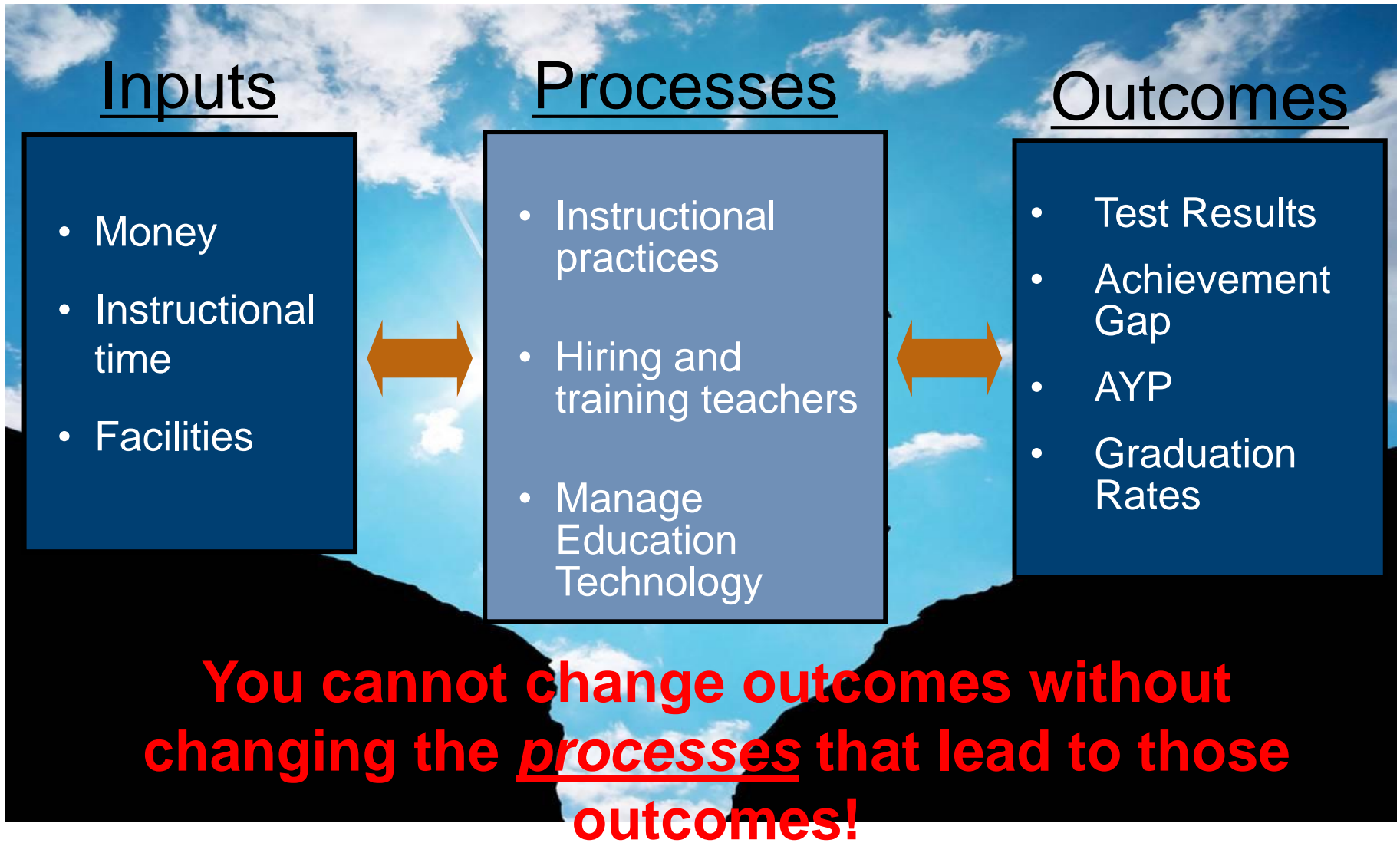o This is where PPM comes into play.

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- Why do we use these cumbersome forms?
- Why do we have to have so many approvals for this?
- Why don't we better leverage our technology?
- Why does only one person know how to do this job?
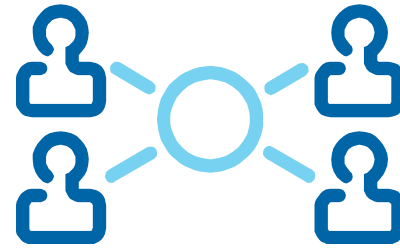- Why do we do this… like this? It makes no sense anymore!

- What is our process for teaching reading to ELL students?

- What is our process for implementing college and career readiness standards?

- How do we measure whether we're hiring the right teachers and professors?

- What is our process for handling a snow or ice day?

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TIME FOR A NEW APPROACH

Inputs

- Money
- Instructional time
- Facilities

Processes

- Instructional practices
- Hiring and training teachers
- Manage Education Technology

Outcomes

- Test Results
- Achievement Gap
- AYP
- Graduation Rates

You cannot change outcomes without changing the _processes_ that lead to those outcomes!

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How would you decide which processes need to be improved first, and why?

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PROJECT IDEAS COULD RESULT FROM:

- Process Management system for gap analysis
    - Data on organizational performance
    - Current status vs. goal or target
- An outcome of other projects
    - Root cause analysis
    - Out of scope items for current teams
- Complaints (customers or employees)
- Information gained from mapping processes
- Major shifts in regulations, technology or standards
- Board suggestions

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PROCESS DESIGN ISSUES

➤ Bottlenecks

➤ Too many non-value added steps

➤ Steps in wrong sequential order

➤ Unnecessary use of "specialists"

➤ Too many hand-offs

➤ Too much manual work

➤ Wasted effort and resources

➤ Inconsistencies with IT systems

  ▪ Too many codes

  ▪ Too many levels to move through

  ▪ Systems that don't "talk" to each other

EXAMPLES

| Type of Waste	Explanation	Example
Excessive Movement	Moving things or people but not producing	• Walking orders thru the process • Inner office mail
Inventory	A stockpile of supplies or materials	• Over stocking on office supplies • Purchasing rarely used food stuffs in bulk
Waiting	Delays	• Purchase orders sitting on someone's desk • Work order tickets in queue
Over Production	Creating things in advance	• Printing too many manuals • Making too many pot pies for lunches
Over Processing	Over producing on deliverables	• Creating a 400 pg report when all that is used is the summary pg
Defects	Errors – anything that does not meet customers' requirements	• Amount incorrect on invoices • Wrong books ordered
Poor Use of Human Capital	Doing the wrong things; doing duplicative work; "busy work"	• Specialists • Rework • Poor match of skills to job
Transportation	Vehicle Use or Misuse	• Wrong size buses • Multiple trips to pick up supplies or parts

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<u>Process and Performance Management</u> – helps us to identify the processes, the customer requirements, key performance metrics, areas for improvement, and ways to sustain the gains over time.

Process Management is consciously, purposefully and intently focusing on "how" the work is done, and managed over time.

Process Management

Performance Management

Process Improvement

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ARE YOU TOO BUSY TO IMPROVE?
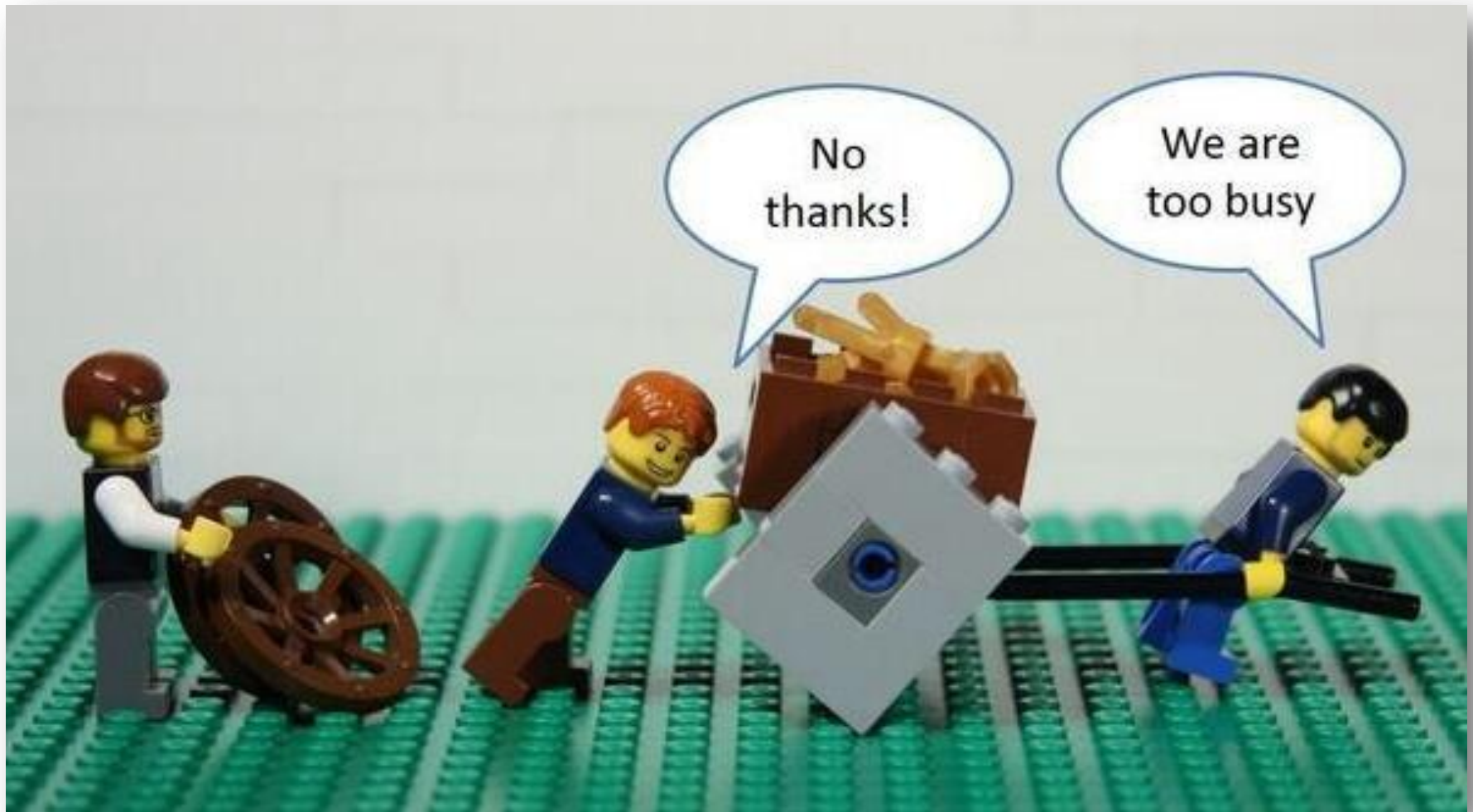
CASE STUDIES

Fred Bentsen, Senior Vice President, APQC

CUSTOMIZED APPROACH FOR EDUCATORS

DEFINE ▸ MEASURE ▸ ANALYZE ▸ IMPROVE ▸ CONTROL

A five phased approach for teams to:
- Understand the process and the customer
- Understand measurement systems & data collection
- Determine performance issues & analyze for root causes
- Create powerful solutions
- Transfer best practices & sustain the gains

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Pain Point:

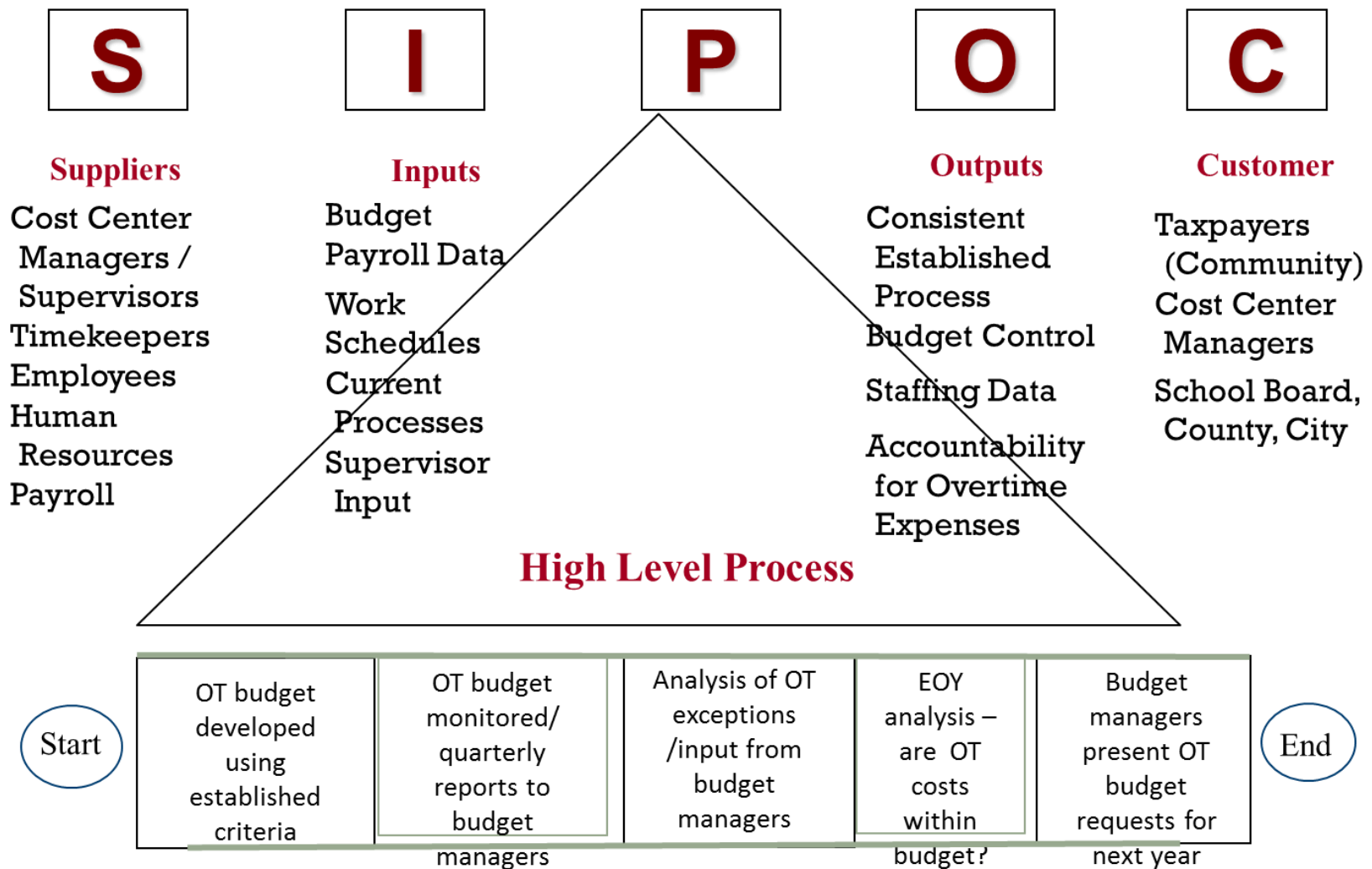Overtime expenses exceeded budget appropriation by 32% or $92,000 in Fiscal Year 2013.

SIPOC

| **S** | **I** | **P** | **O** | **C** |

Suppliers

Cost Center
Managers /
Supervisors

Timekeepers

Employees

Human
Resources

Payroll

Inputs

Budget
Payroll Data

Work
Schedules

Current
Processes

Supervisor
Input

Outputs

Consistent
Established
Process

Budget Control

Staffing Data

Accountability
for Overtime
Expenses

Customer

Taxpayers
(Community)

Cost Center
Managers

School Board,
County, City

High Level Process

Start

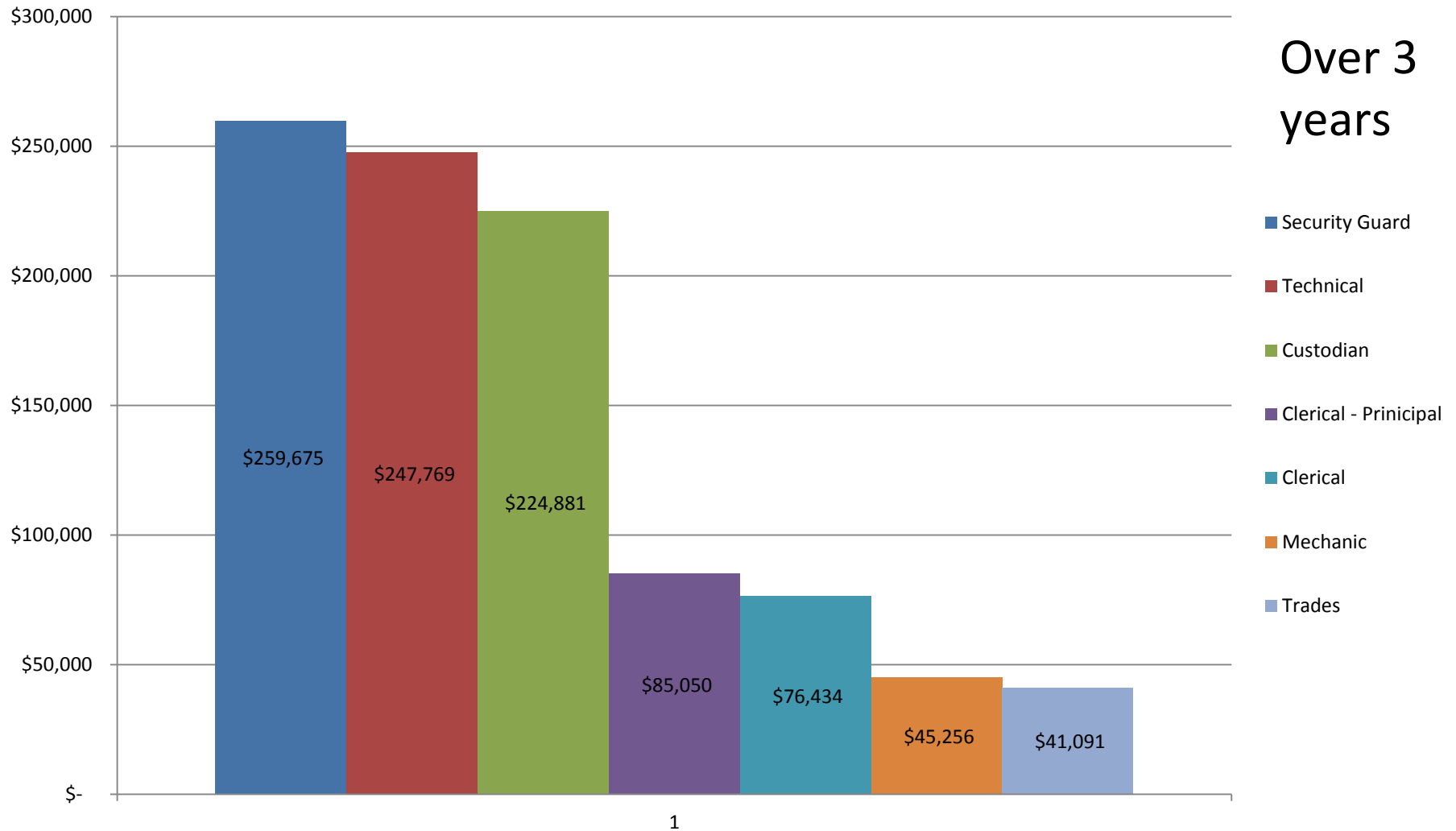| OT budget developed using established criteria | OT budget monitored/ quarterly reports to budget managers | Analysis of OT exceptions /input from budget managers | EOY analysis – are OT costs within budget? | Budget managers present OT budget requests for next year |

End

o Gathered FY 2011 through FY 2013 overtime by position and cost center

o Conducted survey of cost center managers regarding overtime approval process, usage and need

o Conducted interviews with cost center managers of top 3 areas of overtime use – Security, Technology and Operations

o Conducted individual/group interviews and received input from some of the impacted employees

- Analyzed survey data to identify trends, areas of additional review and opportunities

- Analyzed feedback from interviews to identify trends, areas of additional review and opportunities

- Analyzed overtime cost by month by fiscal year to identify timeline trend
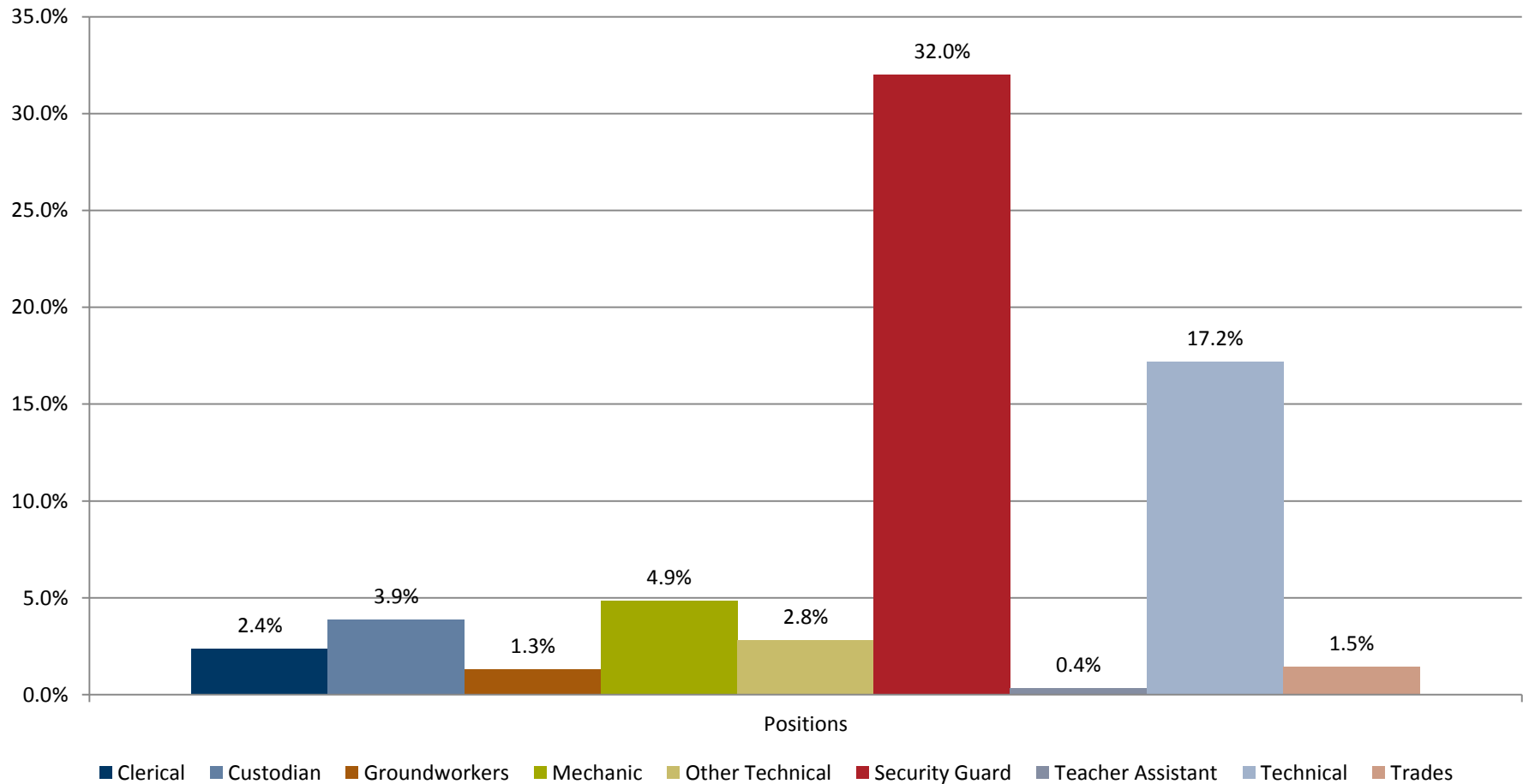
- Compared overtime as a % of regular pay to benchmarks

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Overtime Cost as a % of Regular Wage Cost by Position

Positions

Legend: Clerical, Custodian, Groundworkers, Mechanic, Other Technical, Security Guard, Teacher Assistant, Technical, Trades

Values: Clerical 2.4%, Custodian 3.9%, Groundworkers 1.3%, Mechanic 4.9%, Other Technical 2.8%, Security Guard 32.0%, Teacher Assistant 0.4%, Technical 17.2%, Trades 1.5%
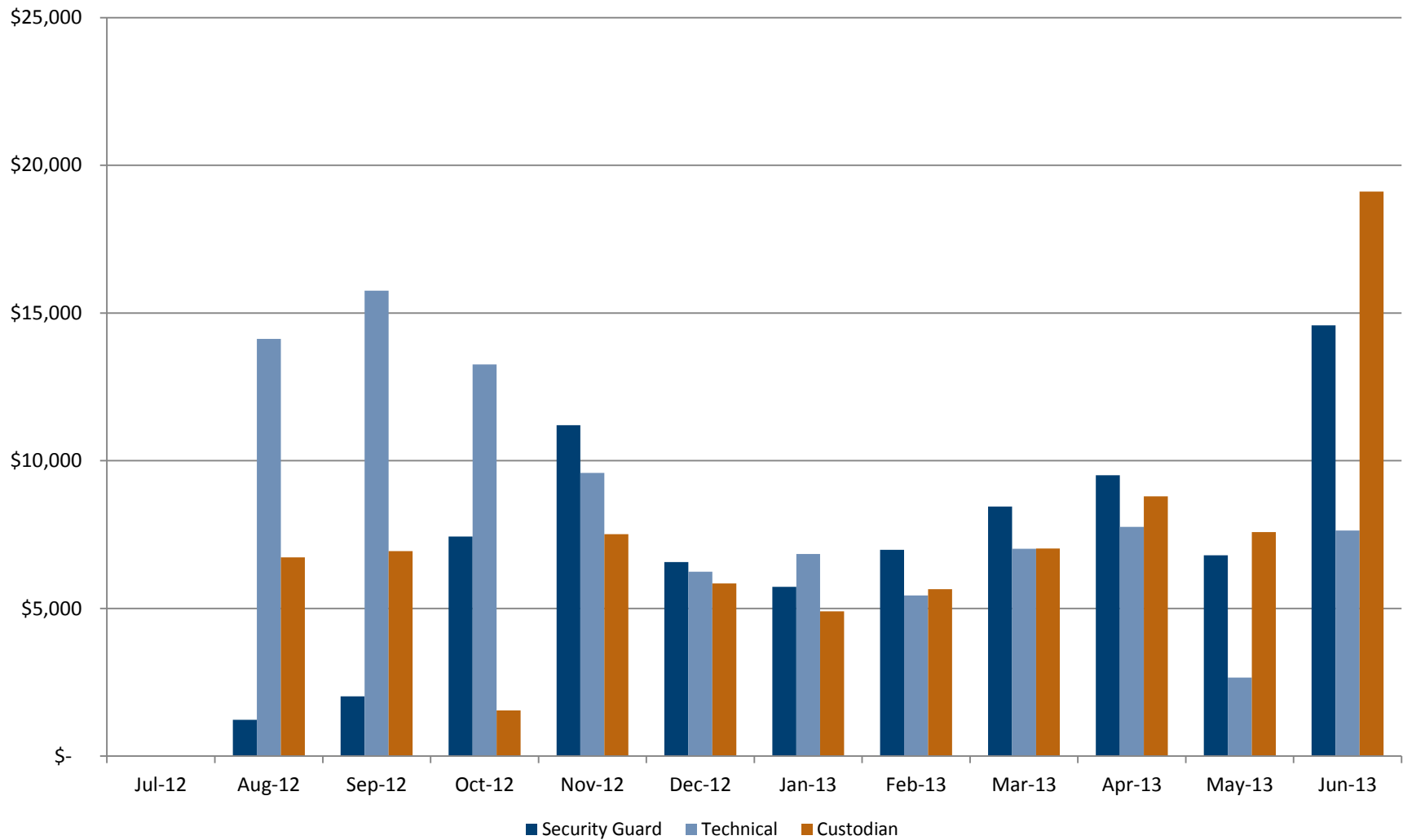
o   High School security overtime is significant

o   High School clerical overtime varies by location

o   Summer Capital Improvement Projects result in technology and custodial overtime

o   Custodial and security overtime is impacted by community facility use

We need a process that will:

o   Establish the appropriate budget amount

o   Ensure expenditures are within budget appropriations

o   Allow for overtime utilization to be readily monitored throughout the year

o Educate stakeholders regarding roles and responsibilities pertaining to OT

o Introduce metrics to guide use of OT - limit of overtime appropriations **not to exceed 10%** of regular wage appropriation

o Start billing for community use (custodial) by ensuring guest requests for facilities are covering necessary security/custodial costs

o Provide Cost Center/manager training and prompts to monitor budget trends as required

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- o Consistent monitoring of use of overtime through budget control

- o Consistent and regular communication with the Cost Center Managers throughout the Fiscal Year

- o Annual overtime budgets by cost center developed based upon metrics or criteria (Industry Standards/Local Standards)

Pain Point:

Parent concerns are handled inefficiently and ineffectively.

The process is not clear as to who is responsible and when it will be addressed.

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Handle with Care
Project Charter

o Increase parent relations support by designing a process that will effectively and efficiently streamline the handling of parent concerns.

o Pilot new process at the Central Office: routing chart, surveys of staff to assess effectiveness of process, specific training for all stakeholders, and continuous monitoring of progress

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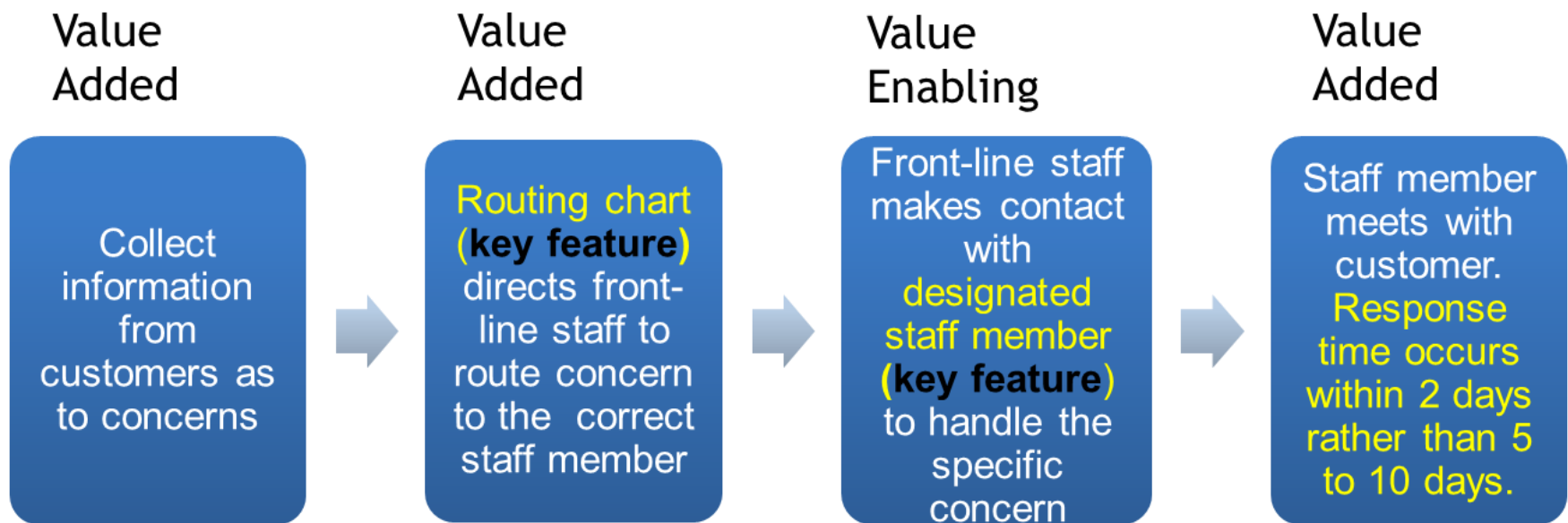Parent concerns handled by whomever was available

This increased the time it took to arrive at a solution (5 to 10 day baseline measure).

Concern had to be resent to correct department, re-explained, & re-evaluated to determine if parent had been given incorrect information

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Concern (Email/Phone/Walk-In): Front Office Staff route correctly

Value Added

Collect information from customers as to concerns

Value Added

Routing chart **(key feature)** directs front-line staff to route concern to the correct staff member

Value Enabling

Front-line staff makes contact with designated staff member **(key feature)** to handle the specific concern

Value Added

Staff member meets with customer. Response time occurs within 2 days rather than 5 to 10 days.

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Pain Point:
Summer School in our Community is not what we want it to be.

Project Results:

○ Cross-functional innovation – the entire system working together to better serve students in the community
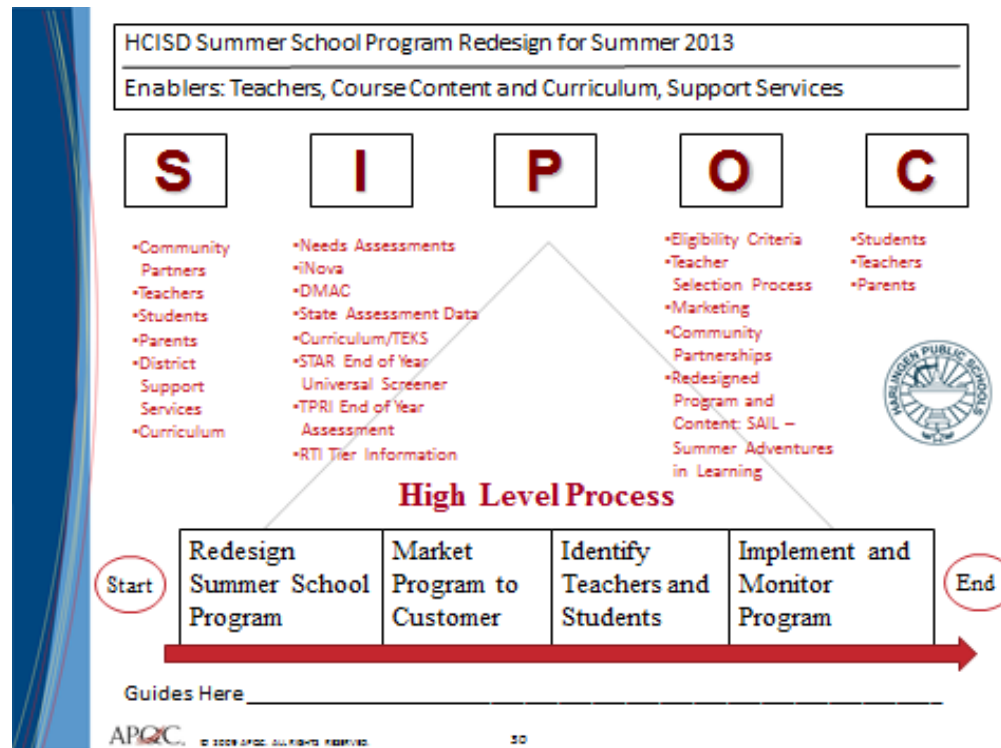
o ## <u>Hiring Process</u>

o Sheet of paper and a pen

o Draw lines for 5 columns

o Middle column – 4-7 steps that's pertinent to the process

o Forth column – What are the things you create with those steps?

o Fifth column – Who do you give those things to?

o Second column – What do you need to use for these steps?

o First column – Who gives you those things?

o This is a SIPOC – congrats!

o Suppliers/Inputs/Processes/Outputs/Customers

3 min
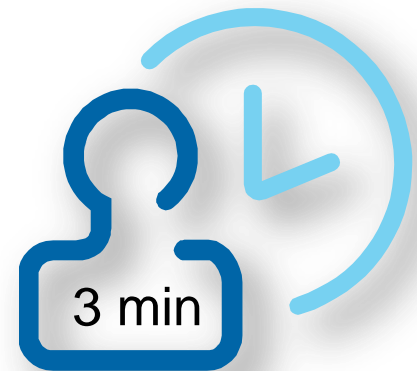
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NORTH STAR COMMUNITY

- 120+ members
- $121,000,000 reallocated to the classroom
- 40,000+ hours saved

NORTH STAR PROJECT

Districts and educational institutions are using APQC's Process & Performance Management to:

- Redesign inefficient processes
- Eliminate waste and redundancies
- Use cross-functional process methodologies to break down functional silos
- Create stronger implementation of strategic plans

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The magic really happens when we're gone…

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FREEDOM to dream. COURAGE to act.
C. Jackson Grayson
Founder, APQC